

STUDY OF INTERNAL AND EXTERNAL BRANDING STRATEGIES IN ENTERTAINMENT-IT COMPANIES

Aparna P. Goyal

Associate Professor, Department of Marketing & IB, Amity Business School, Amity University, Uttar Pradesh, India

Received: 29 Jan 2018

Accepted: 24 Feb 2018

Published: 06 Mar 2018

ABSTRACT

The world of work has now changed. Gone are those days when the employment seekers were willing to go out of their way in order to please the potential employers and to convince them to take them into their company services. As with the passage of time, the global economy has changed, the role of the employees has taken a change. The employees have become more and more important and relevant in everything that a company does. One way in which the company can gain competitive advantage is through hiring and retaining the best talent. This is the major reason for talent war at the job market. Companies are putting in their best of efforts to attract and hire the best talent so as to remain at the forefront of the competition. PVR is planning to use the various social media platforms for enhancing their employer branding to attract the best talent with the best skills. At the same time the company with the help of the survey got to know about the viewpoints of the employees working in the company and so to retain employees the company is now planning to improve upon their existing talent branding strategies to stay a leader in their industry.

KEYWORDS: *Internal Brand, External Branding, Satisfaction, Loyalty, Entertainment & IT Industry*

INTRODUCTION

Companies in today's competitive world are making all efforts possible to take their companies to top level of excellence. The companies are blending in best of their cultural traditions, policies and procedures and workplace practices in order to give their employees a feeling of home. They are basically working for the establishment of their employer brand. The world of work has now changed. Gone are those days when the employment seekers were willing to go out of their way in order to please the potential employers and to convince them to take them into their company services. As with the passage of time, the global economy has changed, the role of the employees has taken a change. The employees have become more and more important and relevant in everything that a company does. One way in which the company can gain competitive advantage is through hiring and retaining the best talent. This is the major reason for talent war at the job market. Companies are putting in their best of efforts to attract and hire the best talent so as to remain at the forefront of the competition.

Employer Branding

A basic definition about brand is a name, sign, term, design, or symbol, or combination of these that is used for identification of services and goods of a seller and used to differentiate those from the competitors. Employer Branding is used for application of the principles of branding to the human resource management. It is not a new term as such,

the term has become gradually more important. The term was first defined in the Journal of Brand Management in 1996 as “a package of functional, psychological and economic benefits which are provided by the employment, and are identified with the employing company”. Within five years, by 2001, it had been found that 40% of 138 companies that had been surveyed in North America by the Conference Board were engaged actively in some kind of the employer branding activities. In 2013, an employer brand survey was conducted at the global level which depicted that 61% of the HR professionals and 41% of the non-HR professionals were aware of ‘employer branding’. By 2008, it was confirmed that the term employer branding was integral to any company’s business strategy and that it was not only a function of HR.

Branding always has been about the company and the company’s reputation. Traditionally people had not been a part of branding. Branding was associated with what the people think about the company’s products and services. With the growth of the business world one of the challenges is that people have now started to associate branding with their experiences with the company and so now it’s more and more about people. Now employer branding is basically what the employees feel about their company and what the talent in the market perceives about the company matters. What the employees are communicating about the company, the working environment, their experiences to their friends, families, strangers and acquaintances, working there will either make or damage the company’s reputation.

Employer branding now is defined as the process of

- Promoting a company
- To a specific or desired group of talent which the company wishes to hire and retain
- As the Employer of choice

The Employer Brand is defined as the company’s reputation in a job market as an employer. Today there is a need of building a strong Employer Brand more than ever. It is because it has a direct impact on the talent recruitment and retention and ultimately leading to company’s reputation. Building a strong Employer Brand is basically important to

- Attraction of the best industry talent.
- Retention of the employees
- Balancing between the rewards and incentives given to the employees for their performance.
- Identification of various policies and procedures that will help demonstrating the company’s commitment towards employee’s growth and well being.
- Building a global reputation which will attract people from around the world.
- Enhancing the customer’s experience because the company’s reputation and the customer’s experience are connected and any company’s reputation is dependent on quality of its employees.
- Strengthening their online brand visibility. Social media now plays a very important role in spreading out the information. The company will be able to expand its reach with the help of a strong employer brand.
- Increasing the influence on the customers. The employees experience counts and what the employees spread about the company has a direct influence on the customers. When a company is good with their internal customers

it impacts directly the satisfaction levels of the external customers.

EMPLOYER BRAND CREATION PROCESS

The company's Values, Goal and Culture

Identify what the company's services, purpose, values, accomplishments, goals, offerings. Then identify the most important and influential aspects of a company that can be used as a valuable employer. Select challenges, rewards that would be attractive to the potential talent.

Employee Rallying

The impression that a company wishes to make to their potential talent has to be in line with the impression of their existing employees. Employer Branding is incomplete if the employees do not believe in it. The employees of the company are the brand ambassadors and so their experiences have to be positive ones. The company should ensure that the benefits provided are fair, their office is welcoming and hard work is appreciated and rewarded. Happy employees will lead to creation of a positive Employer Brand.

Brand Image and Recognition

The company's environment and culture is something which the company's employees know but the potential talent is unaware about the company's culture. Brand image is important in ensuring that the job seekers have recognition of your company and acknowledge it while looking for a job. Brand image is the perception that people have about your brand. The people focused are the potential candidates and their expectations and feelings about your company. If the company has a distinct brand image then it will attract the best talent. Some aspects that can be kept in mind while creating the brand image can be logo, color, values, types of employees, career sites, etc.

Content Creation and Distribution Strategy

Once your company has identified what it wants to give off as an employer brand, the next step is content creation. The content should be unique, attractive, not offensive and it should be communicating the benefits the candidates will have once joining the company. The distribution of the information at the right place is very important. Various distribution channels that can be used by the companies are:

- Blogs
- Emails
- Career sites
- Social Media
- Videos

External Branding

It refers to the branding which is done with the help of external sources and might require (or not) some kind of investment in monetary terms or any other form. Some strategies of external branding can be:

- **Job Sites:** Recruitment is the first thing for any HR is and Job sites provide the best opportunities for branding through various means like Pop ups, etc.
- **Banners:** Banners also can be used for branding. Banners can be either Online Banner or Street banners. In Online banners, the companies name will flash on various web pages according to our your price and choice.
- The Company can organize seminars, presentations for grabbing the attention of people towards the company.
- Corporate social responsibility (CSR) is one the most widely used external branding strategy used by companies. It is defined as the corporate association with the society for some kind of noble cause which can be by associations with any Charitable Trust, a NGO or any other form of public venture.
- **Newspapers:** Branding can also be done with the help of newspapers. It can be in the form of job Ads which are attractive and benefits centered to attract the potential candidates.
- **Email:** Various job portals are existing now a day where job seekers post their resumes and applications. The companies can create an automatic reply which might contain a small description of the main aspects of individual's and public interest along with an introduction to the company.

Internal Branding

It is mainly concerned with current and the potential employees information regarding their employment experiences and what has been expected out of them. Some strategies for internal branding can be:

- **Front Office:** "First impression is last impression", the company's front office should be neat and tidy with a welcoming and smiling receptionist who welcomes the various guests with courtesy.
- **Stays Interview:** HR department should conduct interviews with the employees in which they can ask them about their career prospects, experience with the organization, take feedback about their departments, etc. The feedbacks can be analyzed and internal brand can be improved.
- **Exit Interview:** An exit interview allows the company to analyze the reasons for the exit and this will help the company work on their internal brand image and reduce the number of exits.
- **Employee Satisfaction:** Employee satisfaction is one of the most important aspects for any company to grow. Satisfied employees will lead to increase in productivity. The company should a positive environment for employees as these employees will lead o the creation of the company's image.
- **Employee Participation:** Company should always ensure maximum participation of their employees in internal external events.
- **Trained Employees:** The company should provide proper training to the employees before putting them to work. The trainings should cover all aspects like vision, policies, mission working of the company. This will build and depict a good image of the company on the new employees.

TALENT BRANDING

Talent Branding also know as Experience Branding. Talent Brand is a highly social and a public version of the

company's employer brand including what the talent – past, present, future, thinks feels and shares about your company and its workplace culture. It is an important term in hiring and retention of the talent and promoting your company's image to the job market. A strong talent brand will lead to attraction of high quality employees.

Talent management is important for any company to enhance their performance and innovation. Talent management means:

- Identification of specific skills required and where can they be found
- Attraction of employees with required talent and qualities
- Alignment of the workforce with the company's strategy.
- Retention and development of employees

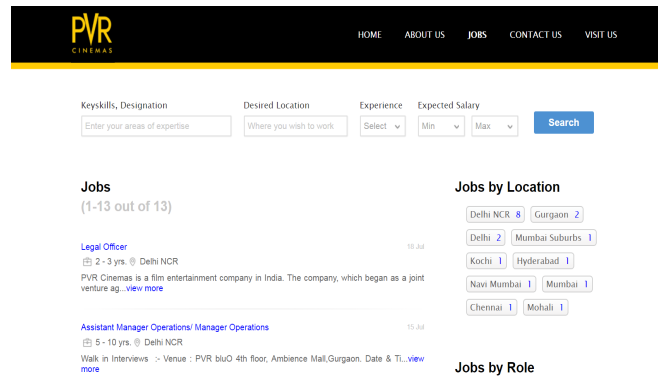
Employer and Talent Branding together can work well. If a company is communicating an employer brand and they do not have anything to back it up with then there is no point. If a company states to be the best places to work for and is not able to deliver it then it will lose its employees and lead to creation of a negative company's reputation. Attracting potential candidates and retaining them are two different things. This is the basic difference Employer and Talent Branding. Talent branding is what backups up the Employer Branding, the values, practices, experiences that make the company the best option.

Talent Branding has become important now as social media has provided a platform where people can actually discuss their experiences. Now a company having a poor talent brand will have a greater impact on business as information is now available easily. At macro level, talent branding is crucial in attracting the human capital with required talent that will contribute to the company goals. It not only helps a company with a framework to increase their productivity but is also crucial for improvement of recruiting, retention and commitment of their employees. At micro level, potential talent depends on talent branding which is developed with the help of personal experiences, perceptions of the brand and word of mouth while making decisions for choosing the potential employer. A poor talent brand image may lead to poor attractions, unhappy employees and ultimately leading to reduced company's performance. Talent brand is the result of the set of experiences of the employees that work in the company. This incorporates an understanding of how the company meets the different needs of various talent segments in the company, the level of involvement of leadership and how is it communicated to the various candidates.

EMPLOYER AND TALENT BRANDING STRATEGIES BY PVR

Employer Branding

PVR unlike many other companies does not use any social media platform for creating awareness among the potential job candidates about the various job opportunities at the company. The company has its own website through which potential candidate can apply for job openings in the company or through employee referrals. The HR department looks out for potential candidates for various job openings through various job portals such as naukri.com, monster.com, etc. The company also does not have any page on any social media platforms wherein the employees already working in the company share their experiences so that the potential job seekers can get an idea of how is it like to work in the company.



monster.com,etc.

Figure 1

TALENT BRANDING

REWARDS AND RECOGNITIONS

SPOTLIGHT AWARD

Appreciating employees for stretching their work and has gone above or beyond normal call of duty. Also, his/her actions have enhanced customers delight, company values or organizational culture. It is for all employees at corporate/regional office employees who have completed at least 3 months with the company. It is an individual Recognition Award for employees of M3 level and above which is recognized by the employee's immediate supervisor as and when occasion arises.

An email is sent by the supervisor appreciating the employee on their demonstrated performance. Certificate of appreciation along with a bronze star badge will be given to the employees and the recognition will be mentioned on the notice board. The employee receiving the award will have to wear the star badge on the left side of the shirts collar of their uniform.

STAR OF THE MONTH

Appreciating employees for providing contribution in achieving goals, customer service or high performance with business achievement. It is for all employees at corporate/regional office employees who have completed at least 3 months with the company. It is a monthly individual Recognition Award for employees of M3 level and below which is recognized by the employee's immediate supervisor as and when occasion arises.

A certificate of appreciation is send by them HOD to the team member. A siler star badge is given to the employees with a cash prize of Rs.500. The employee receiving the award will have to wear the star badge on the left side of the shirts collar of their uniform.

LONG SERVICE AWARD

This award celebrates the long term commitment and loyalty of the PVR employees who have given significant years of service to the company. It recognizes 5, 10, 15 years of employment with the company. The employees are honored at a special event. This award is for all the employees at the corporate/regional/cinema level.

A certificate of appreciation along with a silver coin is given to the employees and the announcement will be displayed on the notice board.

EMPLOYEE APPRECIATION PROGRAM

It is for all the employees of PVR to acknowledge their instant performance and achievements. The employees can give an Appreciation card to any of their colleagues (peer, senior or subordinate) from any team and department at any time. Any employee who has received 30 or more cards in a quarter can redeem them for a surprise gift. The appreciation card can be given on the following basis:

- **Amazing! You make our Team Supreme! :** This card is given to employees for bringing a positive impact on the overall team performance.
- **Great job! You are Truly Appreciated:** This can be given to any employee for their excellent delivery of work.
- **Thanks! You are the Best :** This card can be given to any employee for their extended support.

SKIP LEVEL MEETINGS

It is a meeting between the manager and the team members who are 1 or more level below him/her. It allows the skip managers to meet the employees without the interaction of the employees immediate supervisor. The meeting can be held on the phone or in person for 30-40 minutes twice a year. The main objective of this meeting is that:

- The managers get to know their team members better.
- Build trust with the team members.
- Understand their problems.
- Identify the positive things going on and what improvements can be made.

ONE ON ONE MANAGERS MEETING

It is a meeting between the employee and their immediate supervisor. It is held once in a month for about 30 minutes. It can happen over a call or in person. The main objective of this meeting is :

- To find employees current level of stress, morale, etc.
- Track the performance status of the employees.
- Provide feedback to the employees.
- Share formal and informal information about the company or unit.

COFFEE WITH HR

It is another way to communicate with the employees wherein the employees can share their concerns with the HR and the HR can share what's happening in the company or in the units to build a strong relationship with the employees. It is held monthly for about 30 minutes.

FUNCTIONAL TEAM MEETING

It is a meeting within a particular team. It is a meeting to connect with the employees and share information about the department or company to engage and recognize employees and also take feedback.

FUN AT WORK

Fun at work fulfils the basic human need to be social. It helps to breakup boredom that comes from doing repetitive tasks, boosts morale of the employees, increases motivation reduces stress and increases team building. Employees are more productive when they start enjoying their job.

Attributes	Targeted Audience	Frequency
Festival Celebrations	All Employees	As & When
Fun-do Series(Fun @ work activities i.e. Ludo, Chess, Carom, Quiz, etc)	All Employees	Fortnightly
Birthday & Employee Appreciation Program	All Employees	Monthly
Family Day	All Employees	Annually
Picnic	All Employees	Annually
Kids Day Celebration	All Employees	Annually
Sports Activity	All Employees	Annually

LEAVE POLICY

There are different number of leaves for different level of employees. The leaves also vary with different states. There are 3 types of leaves: Casual Leaves(CL), Sick Leaves(SL) and Earned Leaves(EL).For E1-E4 level employees the number of leaves per year are: 7 CL, 7SL and 18 EL.For employees M6 and above level the number of leaves are: 7 CL, 7SL and 24 EL.

All leaves are to be approved by the HOD and any extension of leave period for any unforeseen events can be granted in special cases. Not more than 2 days of CL/SL will be granted at a time. More than 2 days will be granted only on receiving medical certificate.

ATTENDANCE

The supervisors of each functional unit have their ownership of team member's attendance. Automated process for attendance recording and a biometric system is installed at each site/location. At the end of each week the attendance sheet is send to each employee via the mail so that employees can check their attendance and if there is any problem then they can contact heir HOD.

MATERNITY AND PATERNITY LEAVES AND BENEFITS

All the women employees ca avail a leave of maximum 12 weeks. The leave application should be submitted 30 days in advance. If someone does not avail 6 weeks leave preceding the date of deliver the she can avail the leave following the delivery.

For paternity leaves the male employees can take a maximum of 3 days.

COMPENSATORY OFF

It is given to the employees from grade E1-E4 in cinema operations in lieu of working on a day off/holiday.

This compensatory off is valid for 30 days. Any employee of M6& above level working on any National Holiday the compensatory off is valid for 30 days.

LOAN POLICY

Any employee can avail for a loan by proving the required documents. The loan amount is different for each employee depending on their salary and the number of years in the company. The loan has to repaid in maximum 9 EMI's (equal monthly installments). The interest rate will increase to 12% if the number of EMI are greater than 9. The EMI deduction is done through payroll and a new loan request can be applied for only after 6 months.

SALARY ADVANCES

The salary advances are given to all employees in need. Only 1 advance is given at 1 time with the approval from the HOD. The salary advance is given not more than twice in any year.

INCIDENTS REPORTING

Any incident occurring at any time are handled by the people and HOD present at the location. The information about the incident is passed to all the employees in the hierarchy in real time

MOBILE PHONE BILL REIMBURSEMENT POLICY

The mobile bill reimbursement policy is applicable to all employees. The amount reimbursed will vary as per different employee grade levels.

Employee Levels	Amount
M1&M2	3500
M3&M4	2000
M5&M6	1200
E1&E2	800
E3&E4	500

EMPLOYEE REFERRAL POLICY

Every company spends a lot of time, energy and money to recruit the potential talent. This policy ensures that the company has a pool of tries and tested or at least well known candidates for hiring. Employees act as brand ambassadors and build the employer brand value to ensure trust based employment contracts. This policy provides an opportunity to refer potential candidates for available positions keeping in mind the cultural and functional fitment. While doing so the company appreciates their efforts and would also reward them with monetary benefits. Only if the candidate referred by the employee joins the company the employee becomes eligible for rewards. After 3 months the rewards are give to the employee if their referred employee is still working for PVR.

Employee Levels	Amount
M1&M2	15000
M3&M4	10000
M5&M6	8000
E1&E2	3000
E3&E4	1500

EMPLOYEE UNIFORM POLICY

Employees are ambassadors of the company and represent the company to the customer. It is important that the employees are dressed appropriately in colours and design which convey the company's message of customer service at all times. Also the employees wearing a similar dress on the floor will help our customers distinguish them which will enable faster service. On joining the company 2 sets of uniform are provided to the employees with a pair of shoes based on measurements. In case of promotion the employees are provided with a new uniform..

BIRTHDAY CELEBRATIONS

Birthday is a special occasion for every person. PVR makes it more special. The company gives a special birthday card and a chocolate and a balloon to the employee on his birthday at the corporate and the cinema level. Every month at the end of the month celebrations are carried out for all the employees having their birthdays in that particular month.

MARRIAGE GIFTS

Marriage is a special occasion and PVR makes it more special by blessing the newly married. The company gives gifts in the form of cash amounts to the employee getting married.

Category	Occasion	Amount(Rs)	Representative
Peons/Watchman	Own/Son's/Daughter's	501	Duty Officer
/Technical Staff/Assistant	Own/Son's/Daughter's	701	Duty Officer
Duty Officer/Engineer/Executives	Own/Son's/Daughter's	901	Manager
Assistant Manager/Duty Manager	Own/Son's/Daughter's	1101	Manager
Head of Department/Manager	Own/Son's/Daughter's	1301	Manager
Vice President/General Manager	Own/Son's/Daughter's	1501	Manager

EQUAL OPPURTUNITIES EMPLOYER

The company ensures that equal opportunities are give to all the employees in the workplace regardless of their caste, gender, religion, marital status. The work opportunities are entirely skill based and appraisals are performance based.

OFFSITE FOR BUSINESS PLANNING AND GOAL SETTING

An offsite allows employees to get out of the office to a completely new location. This offsite aims to build and develop the team's personal relationships and team dynamics and plan and strategize the road map for the organizations or function. An offsite is conducted once in a year. Every year a certain amount of budget is allocated for this offsite. At PVR a offsite can be of maximum 4 days

PARKING REIMBURSEMENTS

The parking facility is limited at the company's corporate office. So the company provides monthly reimbursements to the employees. For different level of employees the reimbursement amounts are different. L For E1& above level employees the amount is Rs.1500 and for M6& above level employees the amount is Rs.3000.

EMPLOYER AND TALENT BRANDING STRATEGIES BY VARIOUS COMPANIES

MICROSOFT

The company initial online presence for recruiting was a nightmare for the potential candidates due to content overload and unorganized career hubs. Now the company uses a global approach for recruiting instead of having distinct career sites for different countries.

The company now uses various online platforms such as twitter, facebook, youtube, facebook etc.

Twitter Strategy

The twitter account is by the name of @Microsoft Jobs which has around 11,800 followers and the candidates receive timely information about the various job openings.

Facebook Strategy

The facebook page with the name Microsoft's Careers page has over 68,700 likes is a place where the job seekers are able to find information about the various job opportunities and updates about what new the company is doing. The page also provides a tab by the name Frequently Asked Questions to the jobseekers which contains more information regarding the company's hiring process. In addition the company has a separate page on Facebook by the name of Women at Microsoft. The main aim is providing 'insight into how the women at the company are helping in changing the way we live, work and play.'

LinkedIn Strategy

The LinkedIn page, Microsoft Careers with a headline 'Do What You Love,' aims at providing information about the various job openings, the benefits, and the life at the company to around 500,000 followers. Also, the page provides an opportunity to the candidates to contact the company's recruiters. This LinkedIn page is the main source for jobseekers, and Microsoft's recruiters mostly use the wide range of sourcing tools available through this site. In an year, the company saved £60,000 on the recruitment fees with the help of LinkedIn for finding the candidates with required skills for any new project. The company also uses the LinkedIn groups for engaging potential candidates..

Youtube Strategy

The Microsoft Careers YouTube channel uploaded 115 videos which provide international perspectives about various subjects such as culture, diversity and internships at the company. Various videos on 'Work Meets Life at Microsoft' have contributed to Microsoft's employer brand by including the employee's perspectives about what is it like to work at the company.

INFOSYS

EXTERNAL BRANDING

- **Campus Connect:** Infosys Technologies Ltd. had launched 'Campus Connect' which is an industry-academia combined initiative within 60 colleges in 2004. The main aim was to deepen the industry-academia bond and to build a foundation for future needs of IT industry and academia. This initiative was focused on creating IT professionals who are industry ready, by aligning the engineering talent along with the industry needs. The program also has various program components such as the Road Shows, Industrial visits, Workshop and

Seminar in campuses, contests of programming for students, Seminars and Events Sponsored, technical events, soft skills for faculty and students.

- **Career Fairs:** The most popular and used tool for networking and job hunting is Job fairs. Infosys participates regularly in these fairs and they also help in increasing company's visibility among the potential audience, those who are participate in the job fair.
- **Web site:** The first and the most important source for information to any employee about the company is the company's website. The Official website is attractive, highlighting the various success stories to gain attention. The site is also eye catching, also user friendly, displays the strengths, work environment, achievements,culture, offices and benefits to the candidates.
- **Corporate Social Responsibilities:** Infosys has decided to participate in the development of society. Thir various initiatives include:

Volunteering: A policy that encourages the employees to work for various Non-Governmental Organizations (NGOs) on various community projects. The employees are also paid allowance for a year.

Emergency aid: The company and the employees are contributing to the various relief funds for reconstruction and rehabilitation at the time of natural disasters.

Digital Empowerment: Infosys also initiates children at young age into IT with the help of SPARK program by providing IT trainings and guiding the teachers of the government schools in the rural areas.

Promoting Education and Research: The company is also working in India with 400 plus engineering colleges for enhancing their curriculum, enriching their talent pool.

Energy Conservation: In India Infosys is among the biggest consumers of the solar energy. Infosys has decide to undertake a pilot project for evaluating the feasibility for meeting the power requirements with the help of green resources.

INTERNAL BRANDING

- **Assistance to the Internal Staff :**The company makes use of a model that provides details to all the employees about the organizational roles, career streams, mechanisms for growth. It also provides various guidelines for the vertical an the horizontal movements within and across various career streams.
- **Virtual Career Centre:** It helps the employees for deciding a course of action. There is a large variety of information available for alerts on internal job, updates on various career programs, ranging from internal internships to various tools for career planning and interactions with managers and leaders on careers.
- **Infosys Leadership Institute:** Infosys Leadership Institute is a worldwide foundation which supports pioneers and advances the field of leadership improvement. ILI progresses in the direction of executing business techniques and guaranteeing that Infosys has proper pioneers to go up against senior administration positions as and when they emerge. ILI offers a wide range of individual and hierarchical mediations, ideal from appraisals to authoritative advancement activities to guarantee that Infosys has a pool of fruitful and prepared pioneers to manufacture tomorrow's endeavor

- **Training Part:** The company has 9 centers for training in India. Infosys has set a standard for the IT industry in India with the help of its training center located in Mysore with world class facilities.

STARBUCKS

The company is aware that what exactly the brand is in the customers minds and employees. They use this opportunity for building an employer brand that helps them to enhance their employee's satisfaction levels and customer's confidence as well.

- Some of the policies and benefits provided by Starbucks that has helped in building a strong employer brand are:
- Relaxation in Dress Code Starbucks' dress code at the store level allows for a wide variety of options for clothing till they are worn with the green apron.
- Parental Leave Package Starbucks will also allow new fathers for taking paternity leave.
- Free Education The company already offers free tuition to its staff. Now they are also providing free tuition for the spouses and children of their employees, for those who have served the military.

Facebook

Starbucks page on Facebook had been formed in 2008. From the past 3 years the company's Facebook follows increased to over 27,600,000 which has made the company's position 33 on the 'All Facebook Stats Facebook Page Leader Board'. Company's Facebook Page also comes at second position for various consumer's brand products as per the All Facebook Stats. On the facebook page, left side it has a number of tabs that provide information for the consumers. Things like various Interactive consumer's polls for getting best possible feedback. There is also a tab of the employment opportunities at Starbucks worldwide. All the tabs provide information and no selling. There is no post by the company for selling anything to the consumers. Majority of are from the follower praising and sharing various experiences and their love for the Starbucks coffee. Starbucks is not paying its followers to post. The company has just created an online presence by providing a platform where their fans and friends come together for sharing their experiences, stories, pictures and any news for everyone who loves Starbucks.

The company's Twitter profile has around 2 Million followers. They interact with every follower on daily basis. In the Twitter page, one will observe a @ sign in front of each tweet. The company's strategy is one that most brands do not follow, is to reach and connect with every follower at a personal level and then spam the audience with their advertising messages. This way Starbucks has created an online presence to which people connect to and has been successful with their online campaigns.

TCS

TCS was listed among the top 10 IT companies in 2010 globally. Employer Branding is managed with the help of a team via communication, the HR branding and logistics specialists. The company has an internal portal by the name of 'ultimatix' which supports all the employee related services such as filing timesheets, leaves, salary slips, etc. TCS also has in-house tool for communication that provides daily information and news update to the TCS employees on real-time basis.

The company provides the following (EVP)employee value proposition:

- The most important value proposition that the company provides to its employees is the global exposure, where in employees get an opportunity for working on world class projects. This opportunity gives employees a way for understanding, communicating and working with various cross cultural teams. This allows for the TCS employees to learn and develop their skills and to excel beyond their limit.
- The work environment at the company allows its employees for working freely in areas where in the talent, interests and aptitude of individuals are focused upon. Freedom at work indicates that the company provides a number of opportunities to its employees for working across different industrial verticals, technology platforms and functional domains. This provides opportunities to employees for exploring their own domain and other domains in which they fit best into.
- The most important part of working is the work-life balance. TCS has a work-life balance program known as maitre in which the TCSers, who work for long hours like the initiatives such as yoga classes,, flower-arrangement sessions, ballroom dancing classes, theatre workshops, computer workshops. It provides an opportunity to the employees to bring out the creativity and for expressing their talents. Various events such as festival celebrations, fair for children, brings the TCS family together.

FACEBOOK

- The Extended 6 weeks boot camp onboarding with a choice — Most of the company's onboarding is simple and a very boring day with the form filling exercise. But Facebook provides for the paperwork required to the employees before they begin. This is unique as during the time the employees do not watch videos and hear lectures but the employees work with teams that work on various real projects. For demonstrating their trust in the new hires in this time the boot campers are provided full access to the computer code behind Facebook. Each of the employee is assigned with a mentor. But the best part of this onboarding is that on finishing the process every employee is asked that which team and project would they like to join? This is a powerful way because when you are applying for any job you do not know that which team or which project would be good for you as per your skills and no organization gives the new hires to choose the team they want to work for.
- Hackamonth, the self-directed internal movement — In most companies getting an approval for moving at a new job position is complex and on which the employees have very little control. But Facebook's Hackamonth is opposite as it is self directed movement process internally. It allows the employees that have worked on any project for an year to choose their next project team by their own and work with the team for one month and if they liked it they could stay.
- Free ice cream and cookies is a life-changing experience — Facebook has won the award for compelling food. With the employee population of young and healthy employees that do not have to worry about their weight what can be more attracting than free ice cream and bakery? A number of ice cream variety, milkshakes, low-fat yogurt, sundaes, cakes, cookies and pies all are unlimited and free.
- Acqui-hiring – It is an unique corporate practice which is not followed by any other company. Facebook's practice of recruitment. acqui-hiring. It is where one acquires smaller firms usually mainly for

talent, and not for the products or the customers. Until their Instagram purchase made recently all of the company's acquisitions have had a main goal for acquiring the technical talent. The advantage of this is that the company gets a whole team which if integrated properly would be productive immediately. "Acquiring the firm" might be an option for capturing "startup/hacker mentality" talent which otherwise would never ever consider to apply for a job on their own in a large company.

- Contest-based recruiting reveals what a prospect can build — Like many Silicon Valley firms Facebook heavily relies on the technical contests that are Internet-based for finding the hidden or "non-obvious" talent from the world. These contests which are inexpensive having names such as "The Facebook Hacker Cup" allow the company for finding employees based on their problem solving capacity. Initially the contestants are anonymous the winners targeted for recruitment are selected only because of the work and not because of their degrees or experience or gender. The company also recruits based on contests of algorithm coding that are sponsored by others like TopCoder, Kaggle, etc.
- Hackathon college recruiting — Every year Facebook visits a number of college campuses and challenges various teams that are self-selected to find solutions to various technical problems that are real. The finalists are called at the Facebook's headquarters for "Camp Hackathon," wherein the solutions are assessed and judged. The winners then receive a prize and a summer internship offer. The students are allowed to keep their solutions if they wish to develop startups around them.
- **Employee referral "Ninja Hunts"** — Facebook relies on employee referrals for recruitments. One of the approaches for gathering names is known as "Ninja Hunts," where recruiters ask a group of employees to name their friends and to see that if any of them could be great engineers the company (where the term Ninja refers to exceptional engineer)
- Unlimited sick days — Most company's will never consider providing unlimited sick leaves. But if the work is exciting, your team counts on you and you are also rewarded for your performance then there are very few who might want to miss work for any reasons. To demonstrate trust in the employees one way could be to offer them with unlimited sick leaves. The company also provides 21 days of paid off every year for the new employees as well.
- Benefits for the new parents — like most company's Facebook also struggles for hiring and keeping women engineers. So they offer close-in parking space for pregnant women. It also provides "4 months paid parental leave for both spouses, reimbursement for some daycare and adoption fees, and \$4,000 "baby cash" for a new born.
- Performance based rewards — The employee rewards are to be based on the performances from the data from the coworker's feedback. Nothing can send a clear message to the employees that performance matters over the status and tenure than percentage difference between the top and the average performance rewards.
- Encouraged the workers to drop by any time — It is one of the most work-increasing "benefits" by Facebook. It pays the employees \$600 every month additional for living in a mile distance from the Facebook headquarters. The goal is to encourage the employees for living close for easy casual drop in not only for free food but for extra work as well.

LITERATURE REVIEW

- Evans Sokro, Central university collage, Department of human resource management conducted a research, the main objective of this research was to determine whether employers are using branding in their companies and how this employer branding has an influence on the employees attraction and retention in Ghana, in the banking sector. A sample of 87 employees was surveyed, the target population consisted of all the employees in the banking sector and descriptive survey was used with the help of a questionnaire wherein the employees were asked about the branding strategies, the attraction and the retention rates of the employees. The findings of the research were that the companies used employer branding to attract and retain the employees and the brand name has a significant impact on the decisions of the employees to join and stay in a company.
- V. Vijayalakshmi and Dr. K. UTHAYASURIYAN conducted a research, the findings of the research paper were that due to a shortage of potential and skilled employees along with the company's need for those employees has led to a "war for talent", and this is the main reason for the increased recognition of the employer branding as a company's discipline. Further, The employer brand process consists of 5 steps which are :
 - Research-To identify the positioning of the employer in the job market and determine appropriate actions.
 - Employer Value Proposition-It gives a reason to the current and potential future employees to work for the company and it also reflects the employer's competitive advantage.
 - Communication strategy-The Employer value proposition is used to emphasize the the attractive factors and benefits.
 - Communication solutions-Choosing right words and images that express the employer value proposition
 - Action-Implementing all the steps and monitoring the closely.
 - Therefore, Employer Branding leads to creation of an employment brand that has a positive effect on the business performance.

IRENA FIGURSKA – EWA MATUSKA conducted a research, the objective of the study was to identify the various issues linked with Employer Branding in the context of human resource management. The research also identifies that internal and external Employer Branding provides benefits in the area of human resource. The findings of the research were that employer branding is becoming important now a days. Companies have also realized that their success depends on their ability to attract, recruit employees and retain the employees with the required skills and that employer branding should be a main part of their human resource management strategy. The companies that have been able to create a good image of their workplace by showcasing their strengths inside and outside the company have been successful in the 'war for talent'.

Mr. Pankaj Gupta, Ms. Ruchita Patti and Ms. Shaveta Marwah conducted a research, the main objective of the study was to study about employer branding, the various benefits, limitations, need for employer branding, impacts of employer branding and analyzing the trends of employer branding India. A survey was conducted among 35 MBA colleges in India. The findings depicted that most of the MBA students prefer the FMCG sector, the best employer was Hindustan Unilever and the most important factor considered by the students were ' high degree of independence at work,

opportunities to work with and learn from top talent, the company's reputation, working environment, the offer of a good starting position & growth prospects within the company and total salary package offered'. The conclusion was that Employer branding is a very important concept in HR which helps in attracting and retaining the potential talent.

Dr. ShyamAnandJha, Neeraj Kumar, Dr. Md. Rashid Farooqi of L.N. Mishra College of Business Management, Muzaffarpur, India conducted a research, the research paper explains the importance of employer branding and employer brand as a tool for attracting and retaining potential candidates. Univesum the global leader in employer branding conducted a survey and concluded that in the IT sector Google, Microsoft and IBM are the top 3 employers and in the automobile industry BMW continues to dominate. The study also found that if an employer wants to attract and recruit more women employees in their company then they have to communicate their flexible and friendly work patterns. The study also shows that in private sector the employees are attracted to work in companies that value leadership and reward for performance. The government employees on the other hand are attracted to companies which provide flexible working patterns and are engaged in corporate social responsibility.

Dr.A.NarasimaVenkatesh, Dr.Geetha R conducted a research, the study depicts the importance of Employer branding as a tool for employee attraction and retention. The research also shows a framework for depicting how employer branding techniques help in attracting and retaining employees. The various techniques are:

- **Talent Attraction:** Brand image of a company helps to attract the right talent.
- **Target Audience:** Companies need to develop their employer brand according to their target audience.
- **Employee Value Proposition:** EVP is defined as the balance between the rewards and benefits are offered to the employees for their performance. A meaning EVP should be designed and implemented.
- **Lasting Impression:** The potential candidate's first impression of the company will help in developing an interest towards the company.
- **Recruitment Process Experience:** In order to recruit the right talent the companies need to design their recruitment strategies with a lot of care and precision.
- **Employees as Brand Ambassadors :** The current employees in the company are the ambassadors of the employer brand.

DeepanjaliKalyankar, Dr. Neha Mathur and SachinBakshi of University, Raisen, Madhya Pradesh, India conducted a research, the main objective of this research paper is to understand what is Employer Branding and its importance for organizations. The findings of the research paper are that a strong employer brand is needed for attracting and retaining employees, importance of employer branding is because of a few reasons such as rising attrition rate, high costs involved I talent acquisitions, increasing competition, reducing costs, etc. The conclusions were that a correct employer branding will provide the company with a number of advantages and it also contributes to the company's personality and helps in improving the recruitment and retention of employees

N Malati, Pratiksha Tiwari, Ruchika Sharma conducted a research, the main objective of the research was identifying the various factors that affect employer branding in selected IT companies, TCS, Wipro and Infosys and also compare and to contrast the students perceptions and the employer's perspectives of the branding strategies that have been

adopted by selected IT companies. Data was collected with the help of a questionnaire in Delhi –NCR, 50 employees from each company and 50 students who prefer either TCS, Wipro and Infosys. The findings of the research are that the communication strategies at TCS and Infosys help the employees view the company's as a good employer. This has enabled the company's for attracting the best talents and provided the company with a good flow of recruits. In WIPRO's case, better brand management internal strategies can be adopted by the company for enhancing their employee's perspectives. Also to become a strong employer brand it is necessary to ensure that the expectations are aligned along with the reality of working for the company.

METHODOLOGY

Research Design

To study the Employer and Talent Branding Strategies used by PVR and other companies, a descriptive research strategy shall be used. A survey shall be undertaken for this research study. The information presented in this report consists of both primary as well as secondary data. Primary data – One questionnaire shall be prepared, for the employees working at the PVR Corporate office. Secondary data

- Employees at PVR Corporate office
- Industry Guide

Sample Size

The sample shall consist of 60 employees of the company for the questionnaire to be filled by the employees. There is no particular target department or age group. Both males and females shall be targeted and no distinction shall be made as such. Convenience sampling shall be used in the study and sampling units are chosen primarily in accordance to the convenience. Analysis is done in the form of pie charts and bar graphs.

Q1. Since how many years have you been working with this organization?

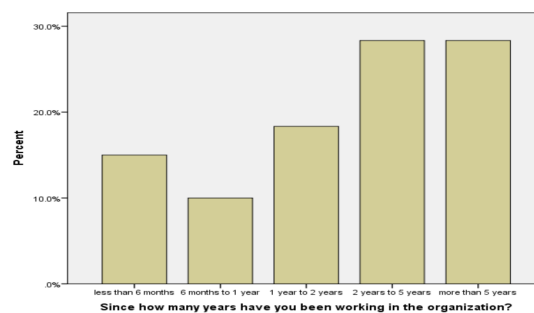


Figure 2

In the survey, 5 categories of working tenure of the employees have been defined which are: Less than 6 months, 6 months to 1 year, 1 year to 2 years, 2 years to 5 years and more than 5 years. The SPSS output shows that maximum employees in the organization have been working for 2 years and more. There are minimum numbers of employees who have been working in the organization for 6 months to 1 year.

Q2. Are you satisfied with your current job?

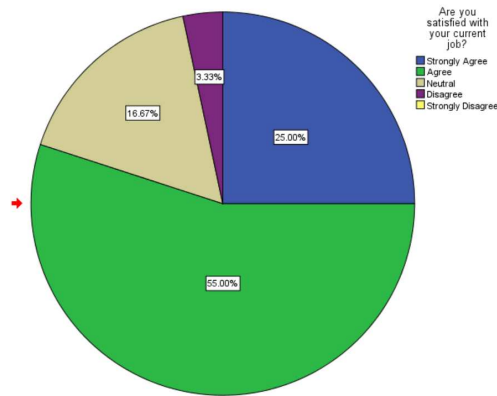


Figure 3

The above SPSS output depicts that 55% of the employees are satisfied with their job. Whereas 25% of the employees are highly satisfied with their job and 3.33% of the employees are not satisfied with their job.

Q3. How satisfied are you with the following factors in the organization? Please rate the following factors with 1 being the least.

SALARY AND COMPENSATION

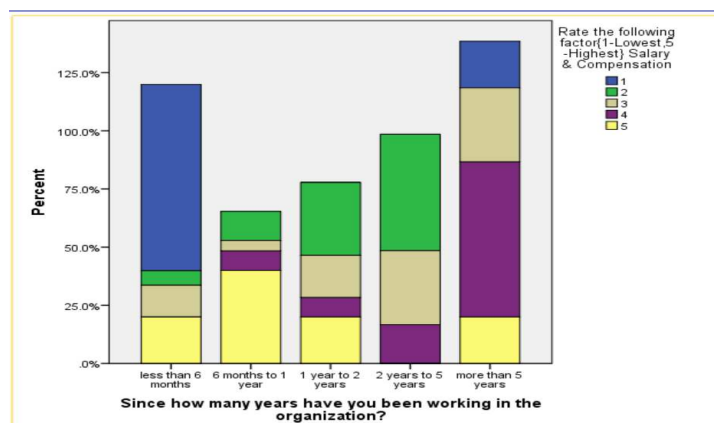


Figure 4

Maximum employees who have been working in the organization for less than 6 months have rated the factor of salary and compensation with a rating of 1 which means that they are not at all satisfied with this factor in the organization. Maximum employees who have been working in the organization for 6 months to 1 year have rated the factor of salary and compensation with a rating of 5 which means that they highly satisfied with this factor in the organization. Maximum employees who have been working in the organization for 1 year to 2 years have rated the factor of salary and compensation with a rating of 2 which means that they are somewhat satisfied with this factor in the organization. Maximum employees who have been working in the organization for 2 years to 5 years have rated the factor of salary and compensation with a rating of 2 which means that they are somewhat satisfied with this factor in the organization. Maximum employees who have been working in the organization for more than 5 years have rated the factor of salary and compensation with a rating of 4 which means that they are satisfied with this factor in the organization.

REWARDS AND RECOGNITIONS

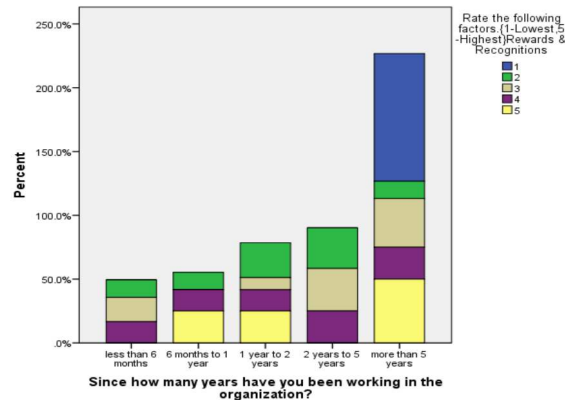


Figure 5

Maximum employees who have been working in the organization for less than 6 months have rated the factor of rewards and recognitions with a rating of 4 which means that they satisfied with this factor in the organization. Maximum employees who have been working in the organization for 6 months to 1 year have rated the factor of rewards and recognitions with a rating of 5 which means that they highly satisfied with this factor in the organization. Maximum employees who have been working in the organization for 1 year to 2 years have rated the factor of rewards and recognitions with a rating of 2 which means that they are somewhat satisfied with this factor in the organization. Maximum employees who have been working in the organization for 2 years to 5 years have rated the factor of rewards and recognitions with a rating of 2 which means that they are somewhat satisfied with this factor in the organization. Maximum employees who have been working in the organization for more than 5 years have rated the factor of rewards and recognitions with a rating of 1 which means that they are not at all satisfied with this factor in the organization.

WORKING HOURS

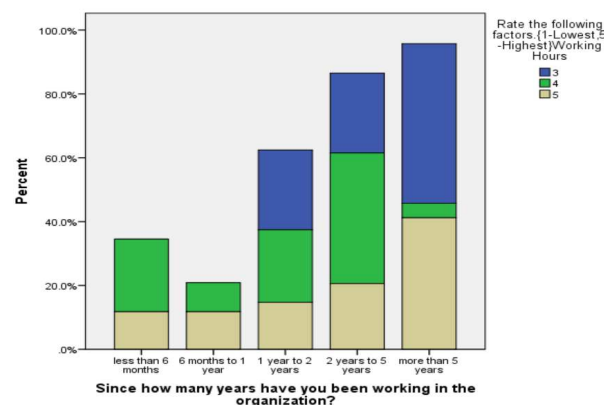


Figure 6

Maximum employees who have been working in the organization for less than 6 months have rated the factor of working hours with a rating of 4 which means that they satisfied with this factor in the organization. Maximum employees who have been working in the organization for 6 months to 1 year have rated the factor of working hours with a rating of 5 which means that they highly satisfied with this factor in the organization. Maximum employees who have been working in

the organization for 1 year to 2 years have rated the factor of working hours with a rating of 4 which means that they are satisfied with this factor in the organization. Maximum employees who have been working in the organization for 2 years to 5 years have rated the factor of working hours with a rating of 4 which means that they are satisfied with this factor in the organization. Maximum employees who have been working in the organization for more than 5 years have rated the factor of working hours with a rating of 5 which means that they are highly satisfied with this factor in the organization.

PHYSICAL WORKING CONDITIONS

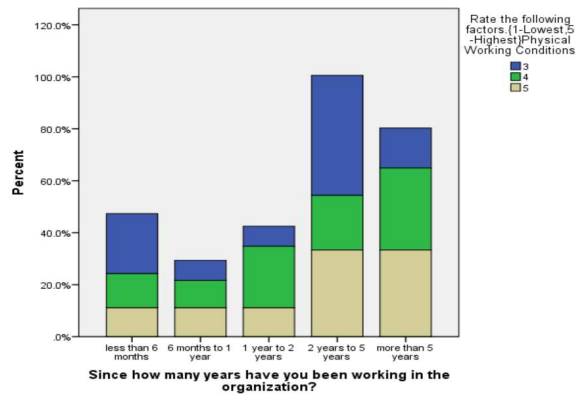


Figure 7

INTERPRETATION

Maximum employees who have been working in the organization for less than 6 months have rated the factor of physical working conditions with a rating of 4 which means that they satisfied with this factor in the organization. Maximum employees who have been working in the organization for 6 months to 1 year have rated the factor of physical working conditions with a rating of 5 which means that they highly satisfied with this factor in the organization. Maximum employees who have been working I the organization for 1 year to 2 years have rated the factor of physical working conditions with a rating of 4 which means that they are satisfied with this factor in the organization. Maximum employees who have been working the organization for 2 years to 5 years have rated the factor of physical working conditions with a rating of 5 which means that they are highly satisfied with this factor in the organization. Maximum employees who have been working the organization for more than 5 years have rated the factor of physical working conditions with a rating of 5 which means that they are highly satisfied with this factor in the organization.

PEOPLE POLICIES

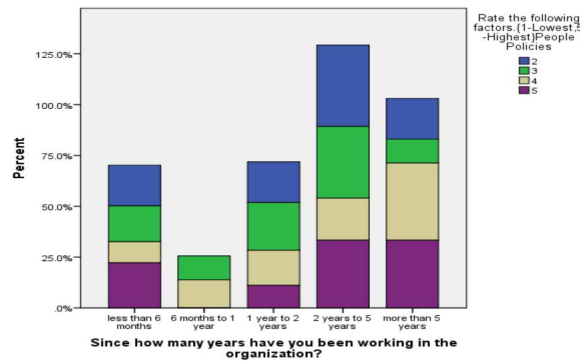


Figure 8

INTERPRETATION

Maximum employees who have been working the organization for less than 6 months have rated the factor of people policies with a rating of 5 which means that they highly satisfied with this factor in the organization. Maximum employees who have been working the organization for 6 months to 1 year have rated the factor of people policies with a rating of 4 which means that they satisfied with this factor in the organization. Maximum employees who have been working the organization for 1 year to 2 years have rated the factor of people policies with a rating of 2 which means that they are somewhat satisfied with this factor in the organization. Maximum employees who have been working the organization for 2 years to 5 years have rated the factor of people policies with a rating of 2 and 5 which means that some of them are somewhat satisfied and some of them are highly satisfied with this factor in the organization. Maximum employees who have been working the organization for more than 5 years have rated the factor of people policies with a rating of 5 which means that they are highly satisfied with this factor in the organization.

PEOPLE PROCESSES

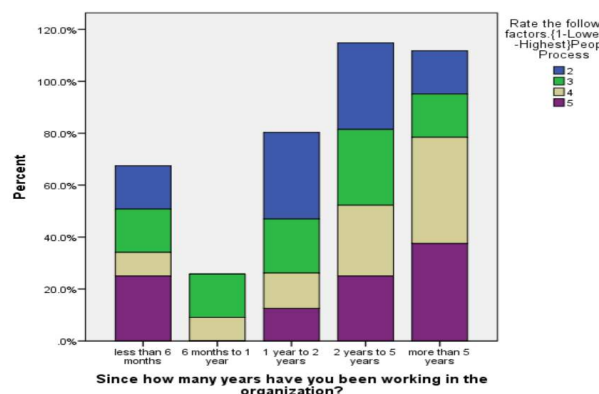


Figure 9

INTERPRETATION

Maximum employees who have been working the organization for less than 6 months have rated the factor of people processes with a rating of 5 which means that they highly satisfied with this factor in the organization. Maximum employees who have been working the organization for 6 months to 1 year have rated the factor of people

processes with a rating of 4 which means that they satisfied with this factor in the organization. Maximum employees who have been working the organization for 1 year to 2 years have rated the factor of people processes with a rating of 2 which means that they are somewhat satisfied with this factor in the organization. Maximum employees who have been working the organization for 2 years to 5 years have rated the factor of people processes with a rating of 4 and 5 which means that they are satisfied with this factor in the organization. Maximum employees who have been working the organization for more than 5 years have rated the factor of people processes with a rating of 4 which means that they are somewhat satisfied with this factor in the organization.

WORK ATMOSPHERE

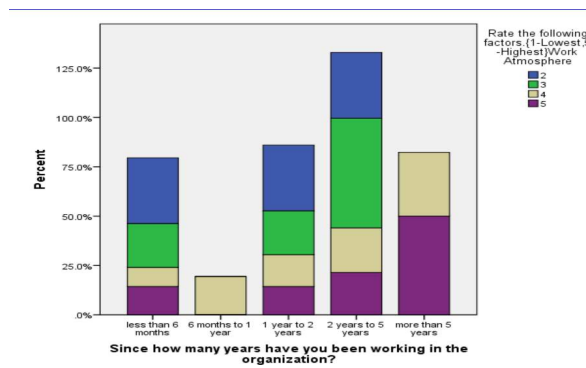


Figure 10

INTERPRETATION

Maximum employees who have been working the organization for less than 6 months have rated the factor of work atmosphere with a rating of 2 which means that they somewhat satisfied with this factor in the organization. Maximum employees who have been working the organization for 6 months to 1 year have rated the factor of work atmosphere with a rating of 4 which means that they satisfied with this factor in the organization. Maximum employees who have been working the organization for 1 year to 2 years have rated the factor of work atmosphere with a rating of 2 which means that they are somewhat satisfied with this factor in the organization. Maximum employees who have been working the organization for 2 years to 5 years have rated the factor of work atmosphere with a rating of 2 which means that they are somewhat satisfied with this factor in the organization. Maximum employees who have been working the organization for more than 5 years have rated the factor of work atmosphere with a rating of 5 which means that they are highly satisfied with this factor in the organization.

WORK SYSTEM AND PROCESSES

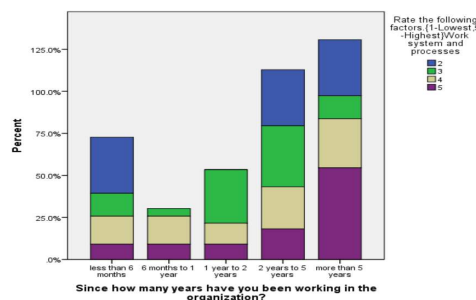


Figure 11

INTERPRETATION

Maximum employees who have been working the organization for less than 6 months have rated the factor of work system and processes with a rating of 2 which means that they somewhat satisfied with this factor in the organization. Maximum employees who have been working the organization for 6 months to 1 year have rated the factor of work system and processes with a rating of 4 which means that they satisfied with this factor in the organization. Maximum employees who have been working the organization for 1 year to 2 years have rated the factor of work system and processes with a rating of 4 which means that they are satisfied with this factor in the organization. Maximum employees who have been working the organization for 2 years to 5 years have rated the factor of work system and processes with a rating of 2 which means that they are somewhat satisfied with this factor in the organization. Maximum employees who have been working the organization for more than 5 years have rated the factor of work system and processes with a rating of 5 which means that they are highly satisfied with this factor in the organization.

PEER RELATIONS

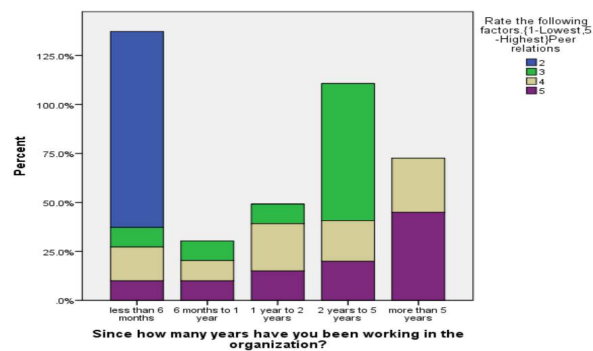


Figure 12

INTERPRETATION

Maximum employees who have been working the organization for less than 6 months have rated the factor of peer relations with a rating of 2 which means that they somewhat satisfied with this factor in the organization. Maximum employees who have been working the organization for 6 months to 1 year have rated the factor of peer relations with a rating of 4 and 5 which means that they satisfied with this factor in the organization. Maximum employees who have been working the organization for 1 year to 2 years have rated the factor of peer relations with a rating of 4 which means that they are somewhat satisfied with this factor in the organization. Maximum employees who have been working the organization for 2 years to 5 years have rated the factor of peer relations with a rating of 4 and 5 which means that they are somewhat satisfied with this factor in the organization. Maximum employees who have been working the organization for more than 5 years have rated the factor of peer relations with a rating of 5 which means that they are highly satisfied with this factor in the organization.

SUPERIOR RELATIONS

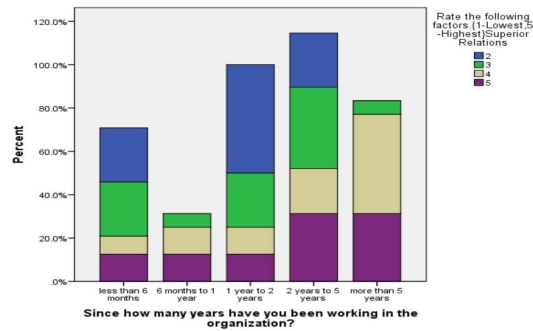


Figure 13

INTERPRETATION

Maximum employees who have been working the organization for less than 6 months have rated the factor of superior relations with a rating of 2 which means that they somewhat satisfied with this factor in the organization. Maximum employees who have been working the organization for 6 months to 1 year have rated the factor of superior relations with a rating of 4 and 5 which means that they satisfied with this factor in the organization. Maximum employees who have been working the organization for 1 year to 2 years have rated the factor of superior relations with a rating of 2 which means that they are somewhat satisfied with this factor in the organization. Maximum employees who have been working the organization for 2 years to 5 years have rated the factor of superior relations with a rating of 5 which means that they are highly satisfied with this factor in the organization. Maximum employees who have been working the organization for more than 5 years have rated the factor of superior relations with a rating of 4 which means that they are satisfied with this factor in the organization.

JOB CHALLENGES

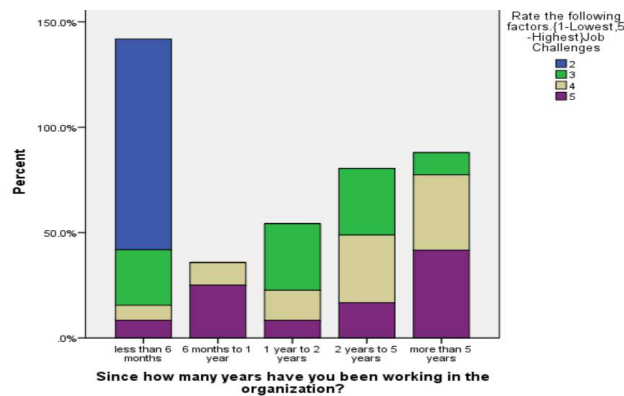


Figure 14

INTERPRETATION

Maximum employees who have been working the organization for less than 6 months have rated the factor of job challenges with a rating of 2 which means that they somewhat satisfied with this factor in the organization. Maximum employees who have been working the organization for 6 months to 1 year have rated the factor of job challenges with a rating of 5 which means that they highly satisfied with this factor in the organization.

Maximum employees who have been working the organization for 1 year to 2 years have rated the factor of job challenges with a rating of 4 which means that they are satisfied with this factor in the organization. Maximum employees who have been working the organization for 2 years to 5 years have rated the factor of job challenges with a rating of 4 which means that they are satisfied with this factor in the organization. Maximum employees who have been working the organization for more than 5 years have rated the factor of job challenges with a rating of 5 which means that they are highly satisfied with this factor in the organization.

PERFORMANCE MANAGEMENT SYSTEM

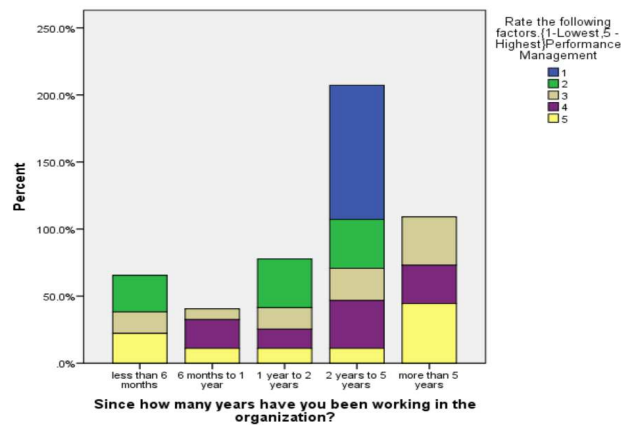


Figure 15

INTERPRETATION

Maximum employees who have been working the organization for less than 6 months have rated the factor of performance management system with a rating of 2 which means that they somewhat satisfied with this factor in the organization. Maximum employees who have been working the organization for 6 months to 1 year have rated the factor of performance management system with a rating of 4 which means that they satisfied with this factor in the organization. Maximum employees who have been working the organization for 1 year to 2 years have rated the factor of performance management system with a rating of 2 which means that they are somewhat satisfied with this factor in the organization. Maximum employees who have been working the organization for 2 years to 5 years have rated the factor of performance management system with a rating of 1 which means that they are not satisfied with this factor in the organization. Maximum employees who have been working the organization for more than 5 years have rated the factor of performance management system with a rating of 5 which means that they are highly satisfied with this factor in the organization.

QUALITY OF WORK LIFE IN THE ORGANIZATION

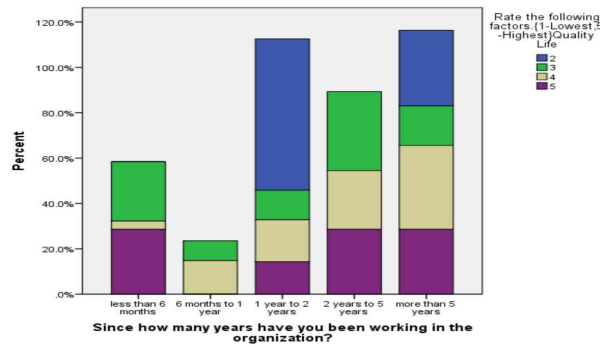


Figure 16

INTERPRETATION

Maximum employees who have been working the organization for less than 6 months have rated the factor of quality of life in the organization with a rating of 5 which means that they highly satisfied with this factor in the organization. Maximum employees who have been working the organization for 6 months to 1 year have rated the factor of quality of life in the organization with a rating of 4 which means that they satisfied with this factor in the organization. Maximum employees who have been working the organization for 1 year to 2 years have rated the factor of quality of life in the organization with a rating of 2 which means that they are somewhat satisfied with this factor in the organization. Maximum employees who have been working the organization for 2 years to 5 years have rated the factor of quality of life in the organization with a rating of 5 which means that they are highly satisfied with this factor in the organization. Maximum employees who have been working the organization for more than 5 years have rated the factor of quality of life in the organization with a rating of 4 which means that they are satisfied with this factor in the organization.

OVERALL WORK ENVIRONMENT IN THE ORGANIZATION

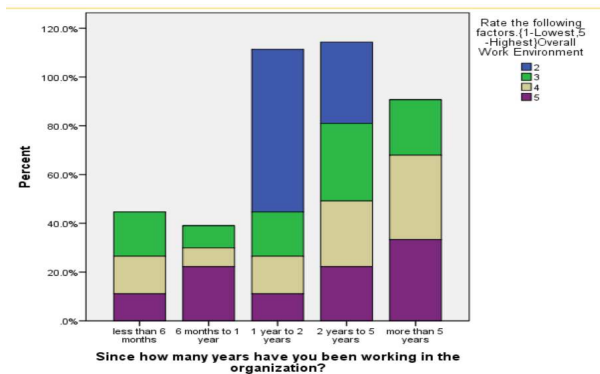


Figure 17

INTERPRETATION

Maximum employees who have been working the organization for less than 6 months have rated the factor of overall work environment in the organization with a rating of 4 which means that they satisfied with this factor in the organization. Maximum employees who have been working the organization for 6 months to 1 year have rated the factor of overall work environment in the organization with a rating of 5 which means that they are highly satisfied with this factor

in the organization. Maximum employees who have been working the organization for 1 year to 2 years have rated the factor of overall work environment in the organization with a rating of 2 which means that they are somewhat satisfied with this factor in the organization. Maximum employees who have been working the organization for 2 years to 5 years have rated the factor of overall work environment in the organization with a rating of 2 which means that they are somewhat satisfied with this factor in the organization. Maximum employees who have been working the organization for more than 5 years have rated the factor of overall work environment in the organization with a rating of 4 which means that they are satisfied with this factor in the organization.

Q4. Does the organization focus on and promote teamwork at various levels?

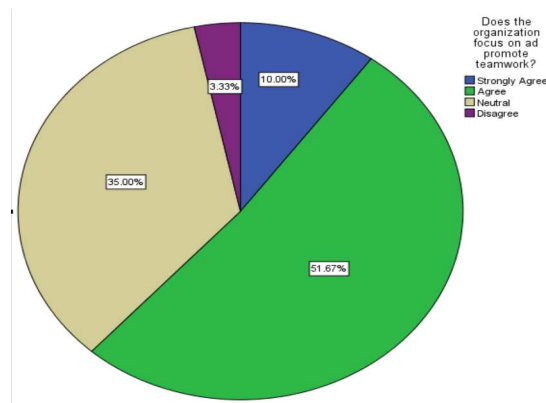


Figure 18

INTERPRETATION

52% of the employees agree that the organization focuses on and promote team work, 10% strongly agree that the company focuses and promote team work and 4 % people disagree that the company focuses on and promote team work.

Q5. Does the organization ensure employee's involvement in the decision making process?

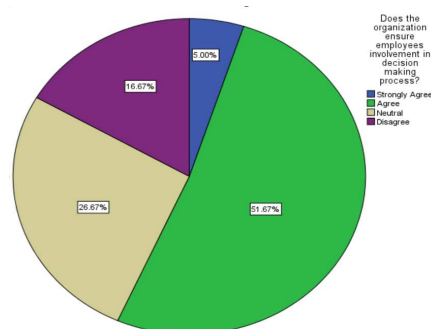


Figure 19

INTERPRETATION

52% of the employees agree that the organization ensures employee involvement in decision making process and 17% disagree that the organization ensures employee involvement in the decision making process.

Q6. Does the organization provide trainings required for growth and development of the employees?

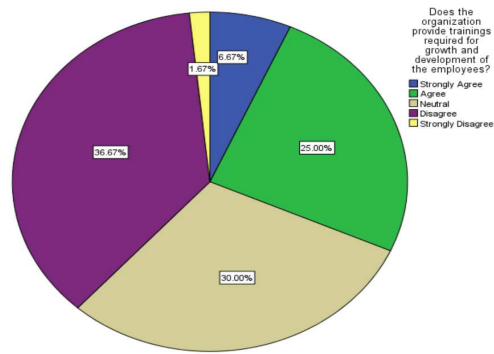


Figure 20

INTERPRETATION

37% of the employees disagree that the organization provides trainings required for growth and development of the employees and 25% of the people agree that the organization provides trainings required for growth and development of the employees.

Q7. Do you agree that your work is according to your skills?

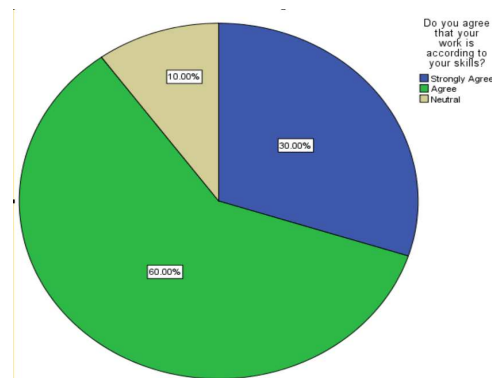


Figure 21

INTERPRETATION

60% of the employees agree that their work is according to their skills and 30% of the employees strongly agree that their work is according to their skills.

Q8. To what extent to the following talent management practices help enhancing your skills for effective work performance? Please rate the following with 1 being the least.

Motivation of Employees from Top Level Management

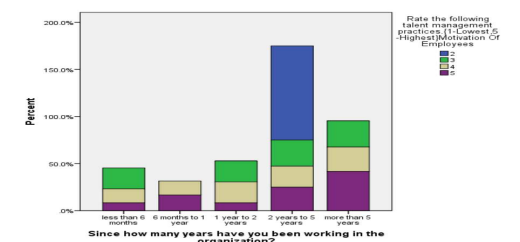


Figure 22

INTERPRETATION

Maximum employees who have been working in the organization for less than 6 months have rated the factor of motivation of employees from top level management with a rating of 4 which means that for them this talent management practice helps enhancing their skills for effective work performance for effective work performance to quite an extent. Maximum employees who have been working the organization for 6 months to 1 year have rated the factor of motivation of employees from top level management with a rating of 5 which means that for them this talent management practice helps enhancing their skills for effective work performance for effective work performance to a large extent. Maximum employees who have been working the organization for 1 year to 2 years have rated the factor of motivation of employees from top level management with a rating of 4 which means that for them this talent management practice helps enhancing their skills for effective work performance for effective work performance to quite an extent. Maximum employees who have been working in the organization for 2 years to 5 years have rated the factor of motivation of employees from top level management with a rating of 2 which means that for them this talent management practice helps enhancing their skills for effective work performance for effective work performance not to a large extent. Maximum employees who have been working in the organization for more than 5 years have rated the factor of motivation of employees from top level management with a rating of 4 which means that for them this talent management practice helps enhancing their skills for effective work performance for effective work performance to quite an extent.

Training and development of employees

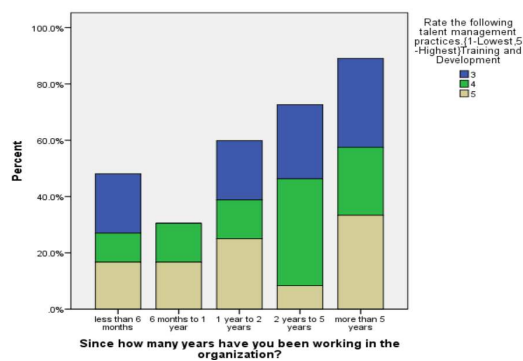


Figure 23

INTERPRETATION

Maximum employees who have been working in the organization for less than 6 months have rated the factor of training and development of employees with a rating of 5 which means that for them this talent management practice helps enhancing their skills for effective work performance for effective work performance to a large extent. Maximum employees who have been working the organization for 6 months to 1 year have rated the factor of training and development of employees with a rating of 5 which means that for them this talent management practice helps enhancing their skills for effective work performance for effective work performance to a large extent. Maximum employees who have been working the organization for 1 year to 2 years have rated the factor of training and development of employees with a rating of 5 which means that for them this talent management practice helps enhancing their skills for effective work performance for effective work performance to a large extent. Maximum employees who have been working in the organization for 2 years to 5 years have rated the factor of training and development of employees with a rating of 4 which means that for them this

talent management practice helps enhancing their skills for effective work performance for effective work performance to quite an extent. Maximum employees who have been working in the organization for more than 5 years have rated the factor of training and development of employees with a rating of 5 which means that for them this talent management practice helps enhancing their skills for effective work performance for effective work performance to a large extent.

Succession Planning and Career Guidance

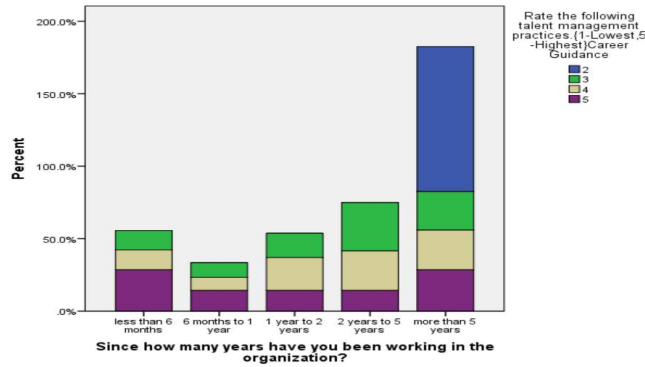


Figure 24

INTERPRETATION

Maximum employees who have been working in the organization for less than 6 months have rated the factor of Succession planning and career guidance with a rating of 5 which means that for them this talent management practice helps enhancing their skills for effective work performance for effective work performance to a large extent. Maximum employees who have been working the organization for 6 months to 1 year have rated the factor of Succession planning and career guidance with a rating of 5 which means that for them this talent management practice helps enhancing their skills for effective work performance for effective work performance to a large extent. Maximum employees who have been working the organization for 1 year to 2 years have rated the factor of Succession planning and career guidance with a rating of 4 which means that for them this talent management practice helps enhancing their skills for effective work performance for effective work performance to quite an extent. Maximum employees who have been working in the organization for 2 years to 5 years have rated the factor of Succession planning and career guidance with a rating of 4 which means that for them this talent management practice helps enhancing their skills for effective work performance for effective work performance to quite an extent. Maximum employees who have been working in the organization for more than 5 years have rated the factor of Succession planning and career guidance with a rating of 2 which means that for them this talent management practice helps enhancing their skills for effective work performance for effective work performance to some extent.

Effective Recruitment and Selection Processes

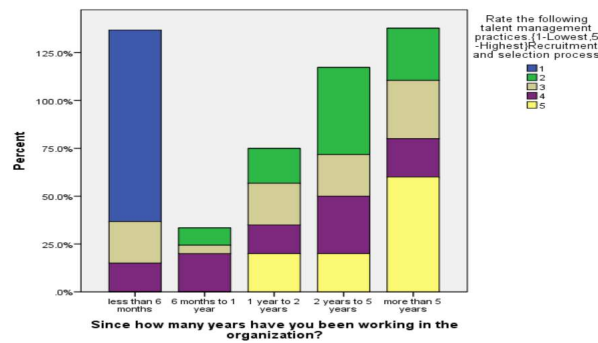


Figure 25

INTERPRETATION

Maximum employees who have been working in the organization for less than 6 months have rated the factor of Effective recruitment and selection processes with a rating of 1 which means that for them this talent management practice does not help in enhancing their skills. Maximum employees who have been working in the organization for 6 months to 1 year have rated the factor of Effective recruitment and selection processes with a rating of 4 which means that for them this talent management practice helps in enhancing their skills for effective work performance to quite an extent. Maximum employees who have been working in the organization for 1 year to 2 years have rated the factor of Effective recruitment and selection processes with a rating of 5 which means that for them this talent management practice helps in enhancing their skills for effective work performance to a large extent. Maximum employees who have been working in the organization for 2 years to 5 years have rated the factor of Effective recruitment and selection processes with a rating of 2 which means that for them this talent management practice helps in enhancing their skills for effective work performance to some extent. Maximum employees who have been working in the organization for more than 5 years have rated the factor of Effective recruitment and selection processes with a rating of 5 which means that for them this talent management practice helps in enhancing their skills for effective work performance to a large extent.

Performance Management

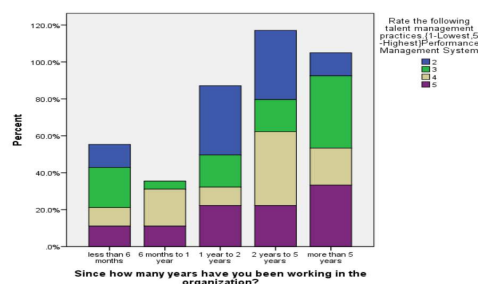


Figure 26

INTERPRETATION

Maximum employees who have been working in the organization for less than 6 months have rated the factor of Performance management with a rating of 2 which means that for them this talent management practice helps in enhancing their skills for effective work performance to some extent. Maximum employees who have

been working the organization for 6 months to 1 year have rated the factor of Performance management with a rating of 4 which means that for them this talent management practice helps enhancing their skills for effective work performance for effective work performance to quite an extent. Maximum employees who have been working the organization for 1 year to 2 years have rated the factor of Performance management with a rating of 2 which means that for them this talent management practice helps enhancing their skills for effective work performance for effective work performance to some extent. Maximum employees who have been working in the organization for 2 years to 5 years have rated the factor of Performance management with a rating of 4 which means that for them this talent management practice helps enhancing their skills for effective work performance for effective work performance to quite an extent. Maximum employees who have been working in the organization for more than 5 years have rated the factor of Performance management with a rating of 5 which means that for them this talent management practice helps enhancing their skills for effective work performance for effective work performance to a large extent.

Q9. Would you refer someone to work in this organization?

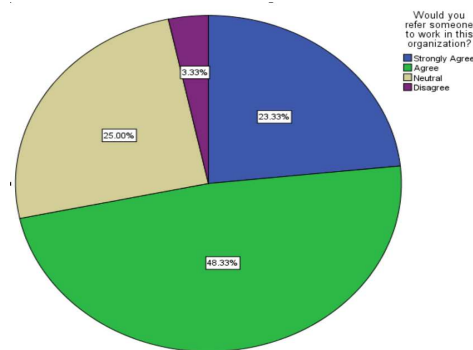


Figure 27

INTERPRETATION

49% of the employees working in the organization agree that they would refer someone to work in this organization and 24% strongly agree that that they would refer someone to work in this organization.

Q10. Have you worked with any organization before working at PVR?

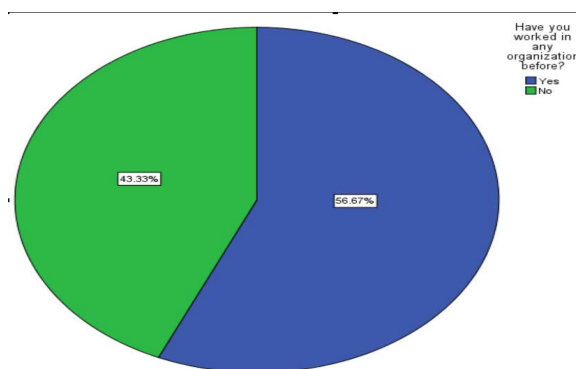


Figure 28

INTERPRETATION

57% of the employees currently working at PVR have worked before with other organizations and 44% of the

employees currently working at PVR have not worked before with other organizations.

Q11. If Yes, which organization have you worked with?

Employees currently working at PVR have worked before with other organizations named:

- Ericsson
- Prime info Solution Pvt.Ltd
- CinePolis India Pvt.Ltd
- Wipro Infotech Ltd
- HCL
- Mothersen Sumi Infotech Decisions Ltd
- Info Edge India Ltd
- KFC
- Fun Cinemas
- KKG & Associates (CA firm)
- SRS Limited
- CMC Ltd
- HT
- Radio Mirchi
- GMR Group & Moets Restaurant
- ARCOP Associates Pvt. Ltd.
- JLL Gurgaon
- KGD / Space Structures
- Future Group
- Bata
- HVS
- Oberoi Hotels & Resorts
- Future Group
- Fortis Healthcare

Q12. Based on your previous experiences, is there anything PVR does not do that you feel it should be doing?

Employees currently working with PVR who have prior work experience, based on their experiences gave certain suggestions which are:

- Communication among peers and different levels should be improved. team work should be promoted
- No Trainings and certified courses are provided
- No offsite visits.
- Monthly Trainings are not scheduled at PVR for skill improvement
- Motivational Training Session
- Technical certification fees compensation
- Seminars/Get together with management and employees.
- Work environment is very neutral and work pressure is too much on the employees.
- people engagement program must be recommended,
- Inter department get together to make healthy relationships
- Some program to improve skills/stress management should be planned by HR to improve employee motivation.
- PVR does not pay as per market standards. There is a lot of scope of growth but there is little motivation.
- PVR is a growing company but the same does not get reflected at the employees. It lacks in motivating the employees in terms of compensations and acknowledge.
- Work from home facility should be provided on certain days instead of spending hours in traffic.
- More of employee engagement in decision making process in mid management level that helps in creating future set of leaders.
- Processes need to be streamlined, people management and appraisal systems needs to be improved, Trainings and development should be focused upon.
- Employee Engagement and career planning

FINDINGS & CONCLUSIONS

- The company is not using any of the social media platforms for Employer Branding which are used by various other organizations.
- Maximum employees working in the organization are satisfied with their current job.
- In the research it was also found that the organization does not provide trainings required for growth and development of the employees.
- The main talent management practices that help the employees enhancing their skills for effective work performance are motivation of employees from top level management and training and development of

employees.

- Most of the employees have worked with other organizations before working at PVR.
- Most of the employees consider that the company does not provide rewards and recognitions and compensations as expected.
- The company should use the social media platforms such as Face book, Twitter and LinkedIn for promoting their brand to the potential job seekers.
- The company should also provide trainings required to the employees for their growth and development.
- The company should also motivate employees with rewards and recognitions and better compensation.
- The company should also use some form of a messenger for internal real time communications wherein any employee can contact any other employee working at any PVR office across different locations.
- The company should also provide work from home facility to employees as in when required.

REFERENCES

I. R. Saranya & S. Muthumani, Enhancing the Organisational Culture is A Tool for Retaining the Employees in IT Industry, International Journal of Human Resource Management and Research (IJHRMR), volume 2, Issue 3, September-October 2012, pp. 43-50